

Land Use Planning

Successes and Challenges

Brian McCosh, Urban Systems

URBAN
systems

Land Use Plan

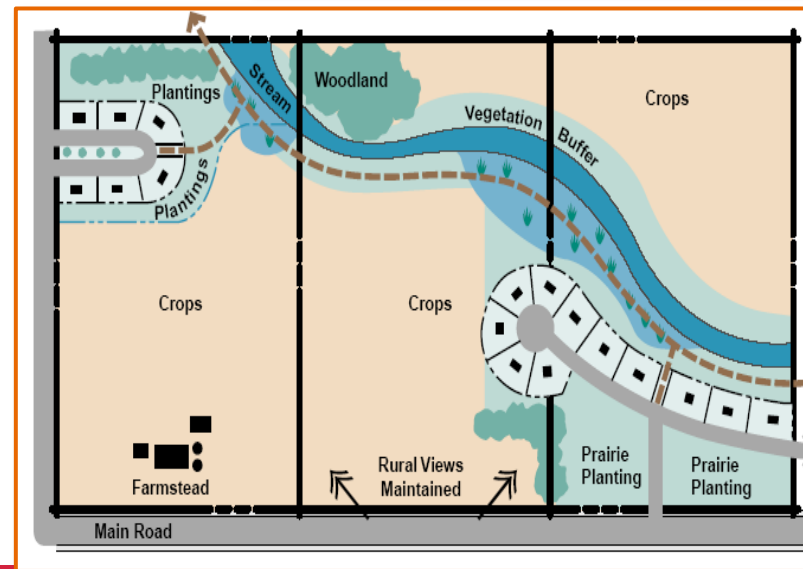
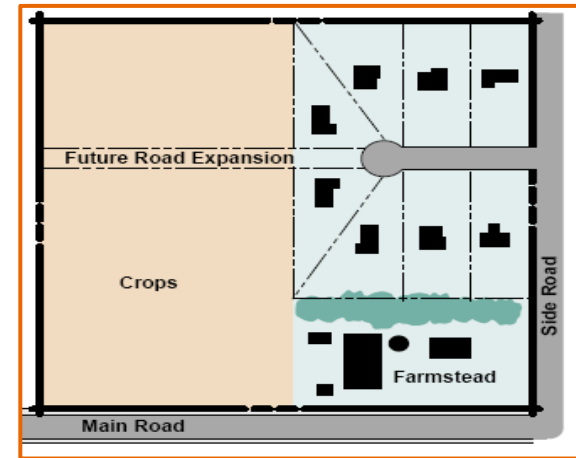
- The purpose of a Land Use Plan is to:
- Establish a long term (10-20 year) vision for the future
- Provide objectives and policies to guide decisions on planning and land use management
- Makes broad statements about a community's future
- Reflects the wishes of community members



The Land Use Plan would serve as a guide for future growth and development on all lands

What is Included in a Land Use Plan?

- Provision of housing and community facilities for current and future residents
- Integration of different land uses (i.e. housing, industrial, transportation)
- Provision of infrastructure services
- Environmental protection
- Preservation of culturally important sites
- Other issues identified as being important to a community



Why is Land Use Planning Important?

- Planning is about managing the challenges of growth and development



Maximize Community Benefits

- Land Use Planning helps achieve maximum community benefits from land base by:
 - Balancing community values
 - Ensuring the effective use of land
 - Ensuring key environmental, cultural, social and economic values are referenced
 - Ensuring that the best use of each parcel/area of land is understood



Infrastructure

- Land Use Planning is important for infrastructure development:
 - Locations for new roads, water, sewer
 - Ensure infrastructure is being used effectively – i.e. is there capacity for growth?
 - Consideration of new buildings – recreation, schools, cultural facilities
 - Help support effective and efficient asset management over time

Clarity

- Land Use Planning provides clarity for the use of land by:
 - Clearly defining where new developments should go
 - Clearly defining what type of development will be allowed
 - Clearly defining where land should be protected from development
 - Clearly defining what processes need to be followed as part of development

Economic Development

- Land Use Planning supports economic development by:
 - Providing certainty in land use
 - Working with the community to identify land that could be developed for commercial purposes



Environmental and Cultural Values

- Land Use Planning can support environmental and cultural values by:
 - Identifying what lands need to be protected from development
 - Determining how environmental and cultural values can be leveraged for community benefits



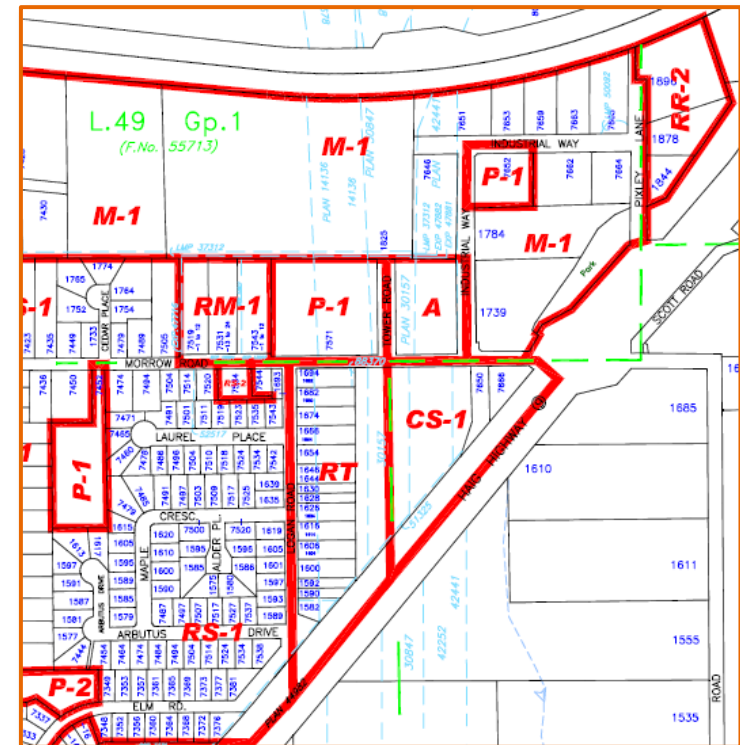


What does a Land Use Plan Look Like?



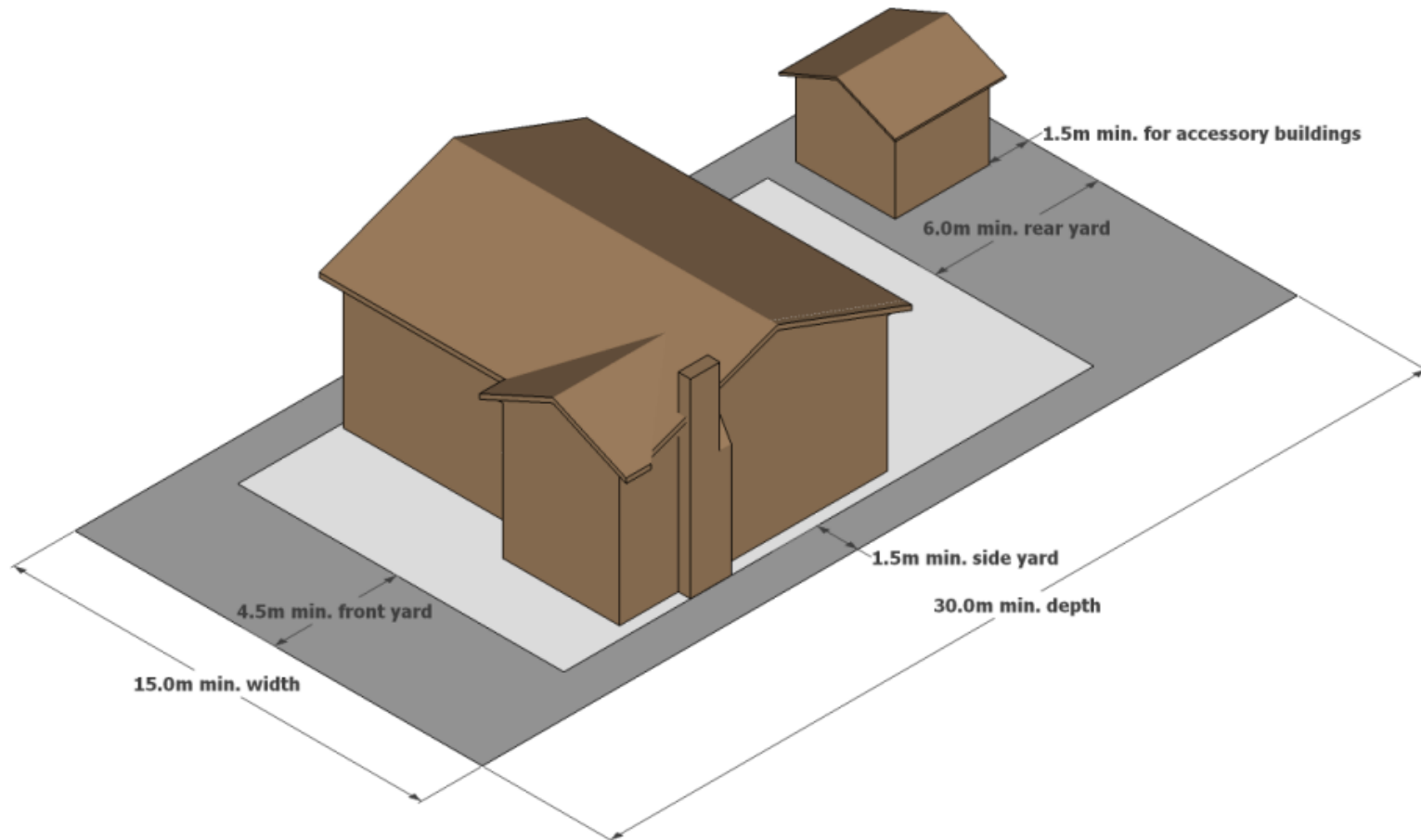
Land Use Law/Zoning Bylaw

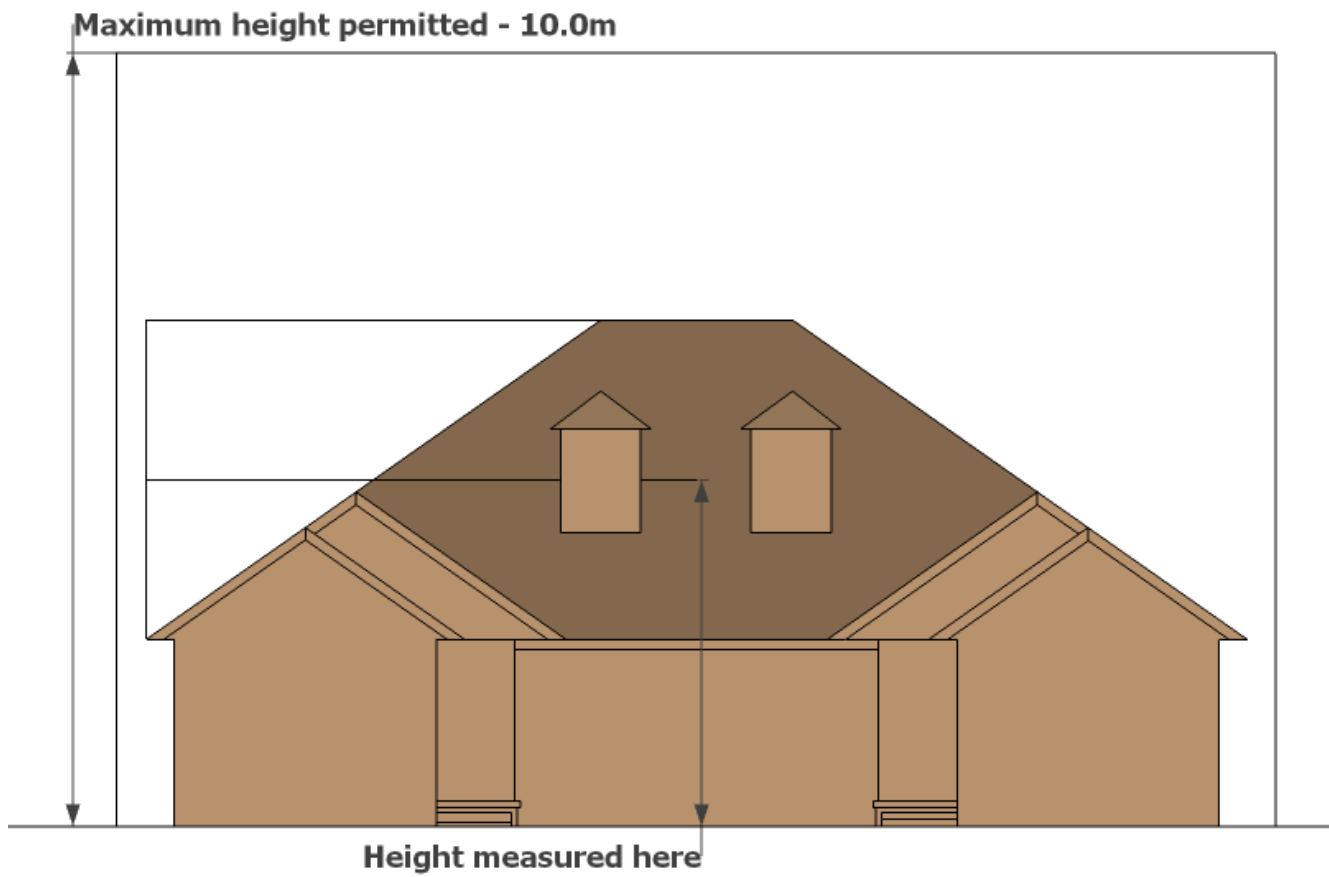
- Implements the vision and policies in a Land Use Plan
- Regulates land uses, building heights, lot sizes, density, parking, location and other aspects of development
- Ensures compatibility between different land uses (residential, commercial, agriculture, etc.)
- Ensures compatibility between different scales of buildings (houses, duplexes, apartments, etc.)
- Can look at issues such as home-based businesses, fencing, accessory buildings



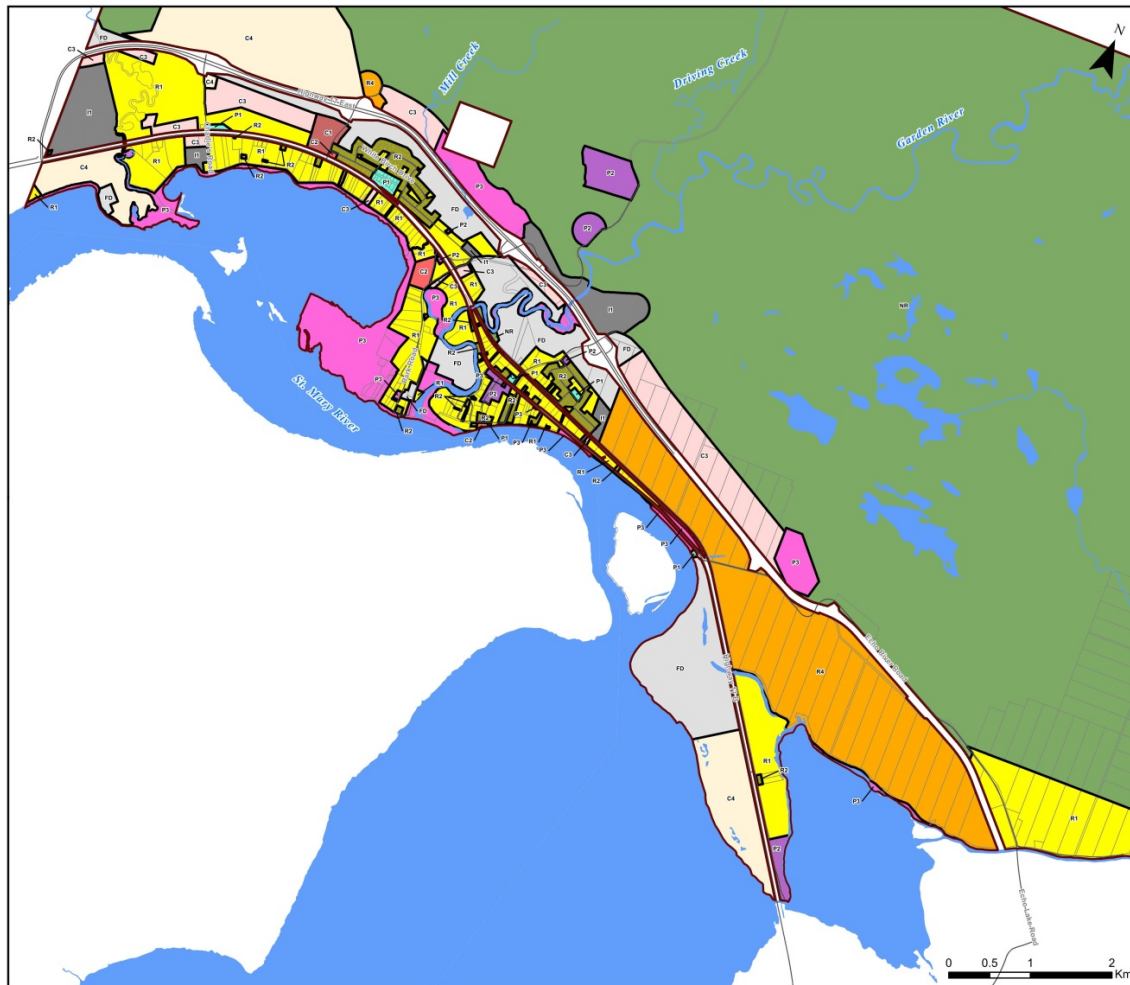
What is Included in a Zoning Bylaw?

- Definitions
- Regulations that need to be applied regardless of the land use
- Clear definition of permitted uses and site design:
 - Residential
 - Commercial
 - Parks
 - Institutional
 - Natural Environment
 - Future Development
 - Off-Street Parking and Loading Requirements





What does a Zoning Bylaw Look Like?



Garden River First Nation Zoning Law Community Core

Legend

Reserve Boundary

Zoning

Residential

R1 - Residential - Large Lot

R2 - Residential - Small Lot

R4 - Agricultural Residential

Commercial

C1 - Community Core Area

C2 - General Commercial

C3 - Highway Commercial

C4 - Commercial Recreation

Industrial

I1 - General Industrial

Community & Institutional

P1 - Parks & Recreation

P2 - Institutional

P3 - Protected Areas

FD - Future Development

NR - Natural Resource

SOURCE:

Reserve boundary and parcels provided by Garden River First Nation.

Water features obtained through www.geobase.ca website.

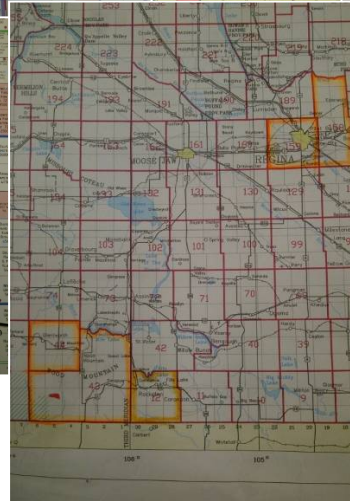
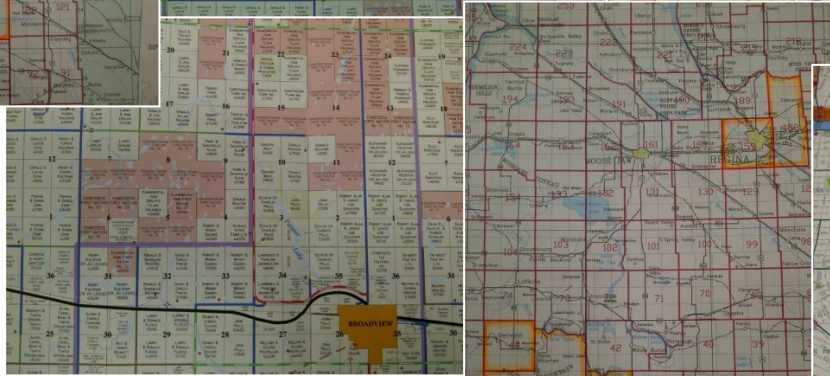
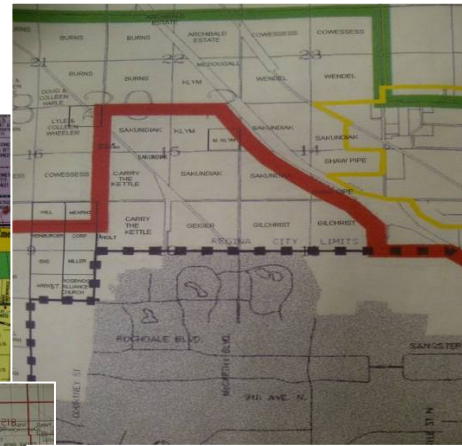
THE ACCURACY & COMPLETENESS OF INFORMATION SHOWN ON THIS DRAWING IS NOT GUARANTEED. IT WILL BE THE RESPONSIBILITY OF THE USER OF THE INFORMATION SHOWN ON THIS DRAWING TO LOCATE & ESTABLISH THE PRECISE LOCATION OF ALL EXISTING INFORMATION WHETHER SHOWN OR NOT.

SCHEDULE B

Development Approvals Procedures Manuals

- Provide a step-by-step guide for using the Land Use Plan and Zoning Bylaw in the development process, including information requirements
- Outlines the expectations, roles and responsibilities of developers, Chief and Council, and staff
- Outlines a process for amending the Land Use Plan and Zoning Bylaw to accommodate development that does not comply with these documents
- Provides a checklist for reviewing development plans

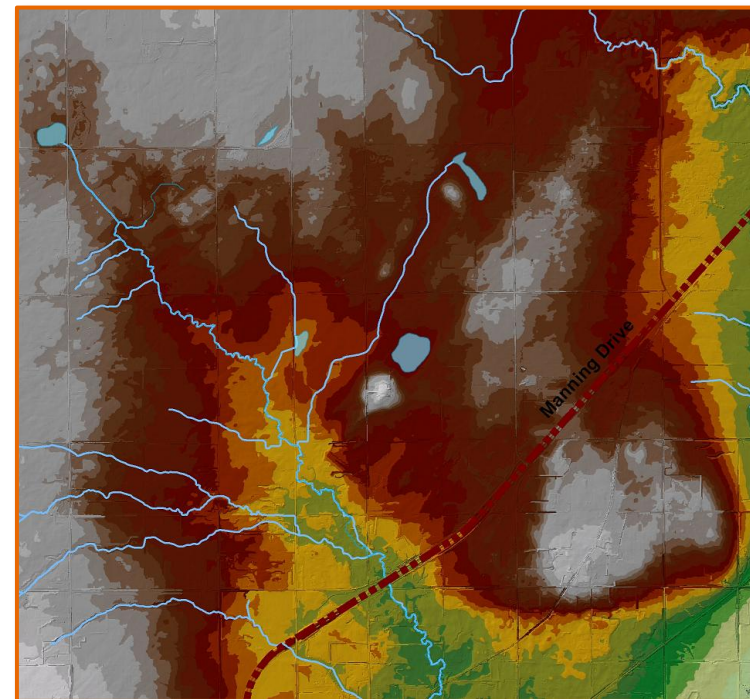
GIS



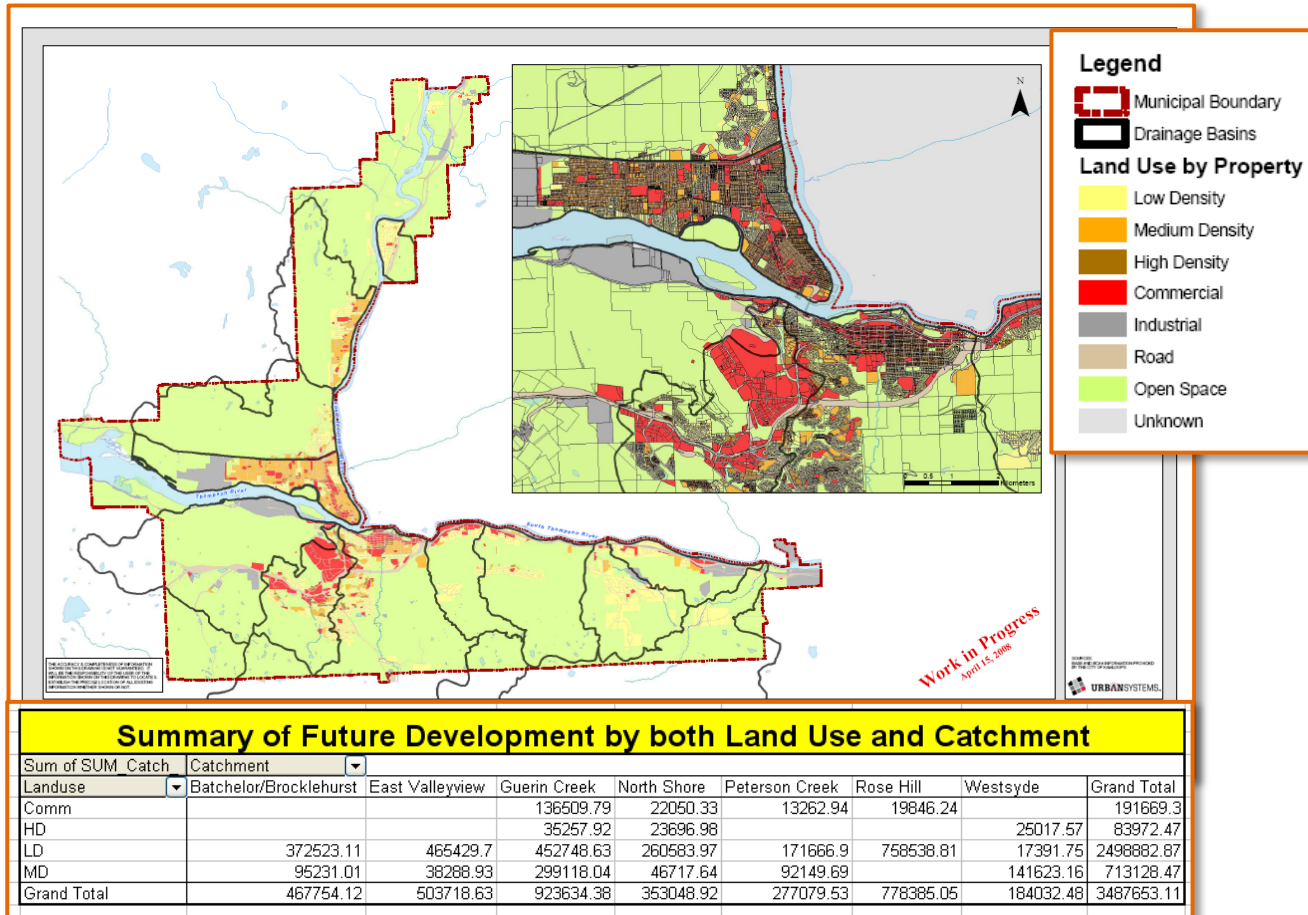
Geographic Information Systems

- GIS is a tool for capturing, managing, analyzing and displaying all forms of spatial data

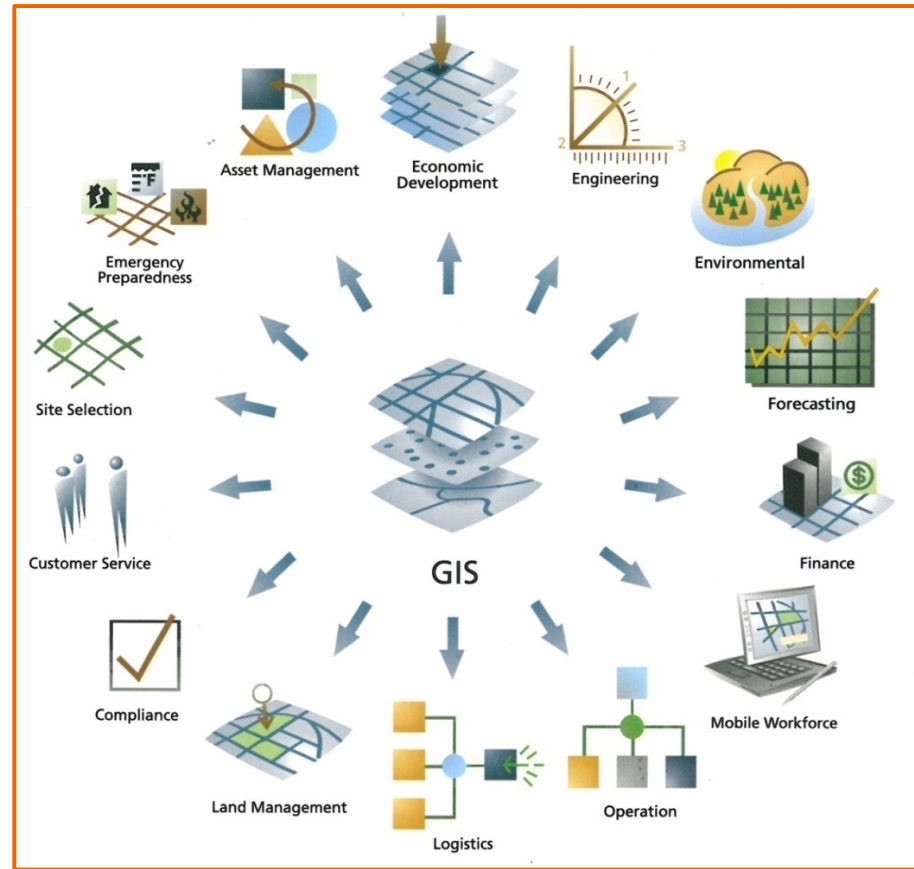
```
UrbanDEM.txt - Notepad
File Edit Format View Help
,36799.492677,5942756.147480,690.258000
,36799.485677,5942730.170480,690.500000
,36796.766677,5942545.457480,689.376000
,36796.338677,5942861.534480,688.827000
,36796.217677,5942776.776480,690.000000
,36795.874677,5942641.721480,689.595000
,36795.742677,5942415.684480,687.896000
,36794.655677,5942739.543480,690.499000
,36794.398677,5942562.700480,689.223000
,36794.064677,5942662.398480,689.989000
,36794.022677,5942814.283480,690.316000
,36794.001677,5942787.855480,690.251000
,36793.850677,5942806.261480,690.471000
,36793.566677,5942820.291480,689.988000
,36793.555677,5942882.631480,690.162000
,36793.448677,5942833.440480,689.529000
,36792.691677,5942581.259480,689.804000
,36792.593677,5942597.046480,689.762000
,36792.557677,5942843.593480,689.338000
,36792.351677,5942619.613480,689.702000
,36791.560677,5942489.375480,688.257000
,36791.467677,5942927.257480,689.535000
,36791.413677,5942971.703480,690.544000
,36791.151677,5942959.600480,690.252000
,36791.107677,5942985.246480,690.638000
,36791.004677,5942940.866480,690.158000
,36787.155677,5942880.675480,688.394000
,36786.935677,5942620.531480,689.824000
,36786.862677,5942887.946480,688.683000
,36785.922677,5942584.622480,689.965000
,36785.840677,5942907.392480,689.263000
,36785.838677,5942859.588480,689.212000
```



Example



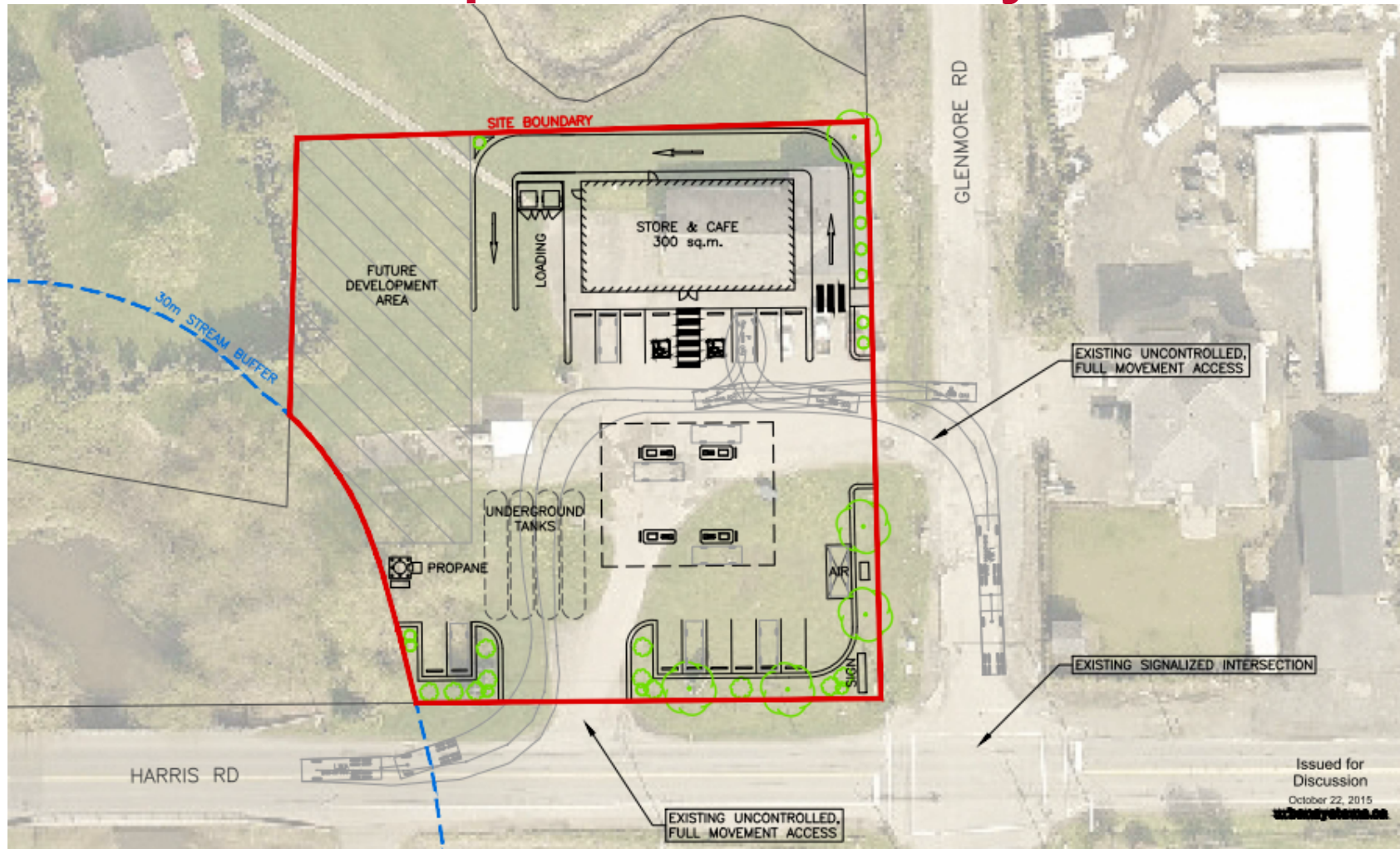
GIS Supports Decision Making



Master Planning/Conceptual Planning

- Provides more detailed planning on a specific area of land
- Usually highly visual (3D Drawings)
- Usually incorporates conceptual level infrastructure servicing to determine costs of development
- Generally is more interesting from the community's perspective

Conceptual Site Layout



Conceptual Rendering



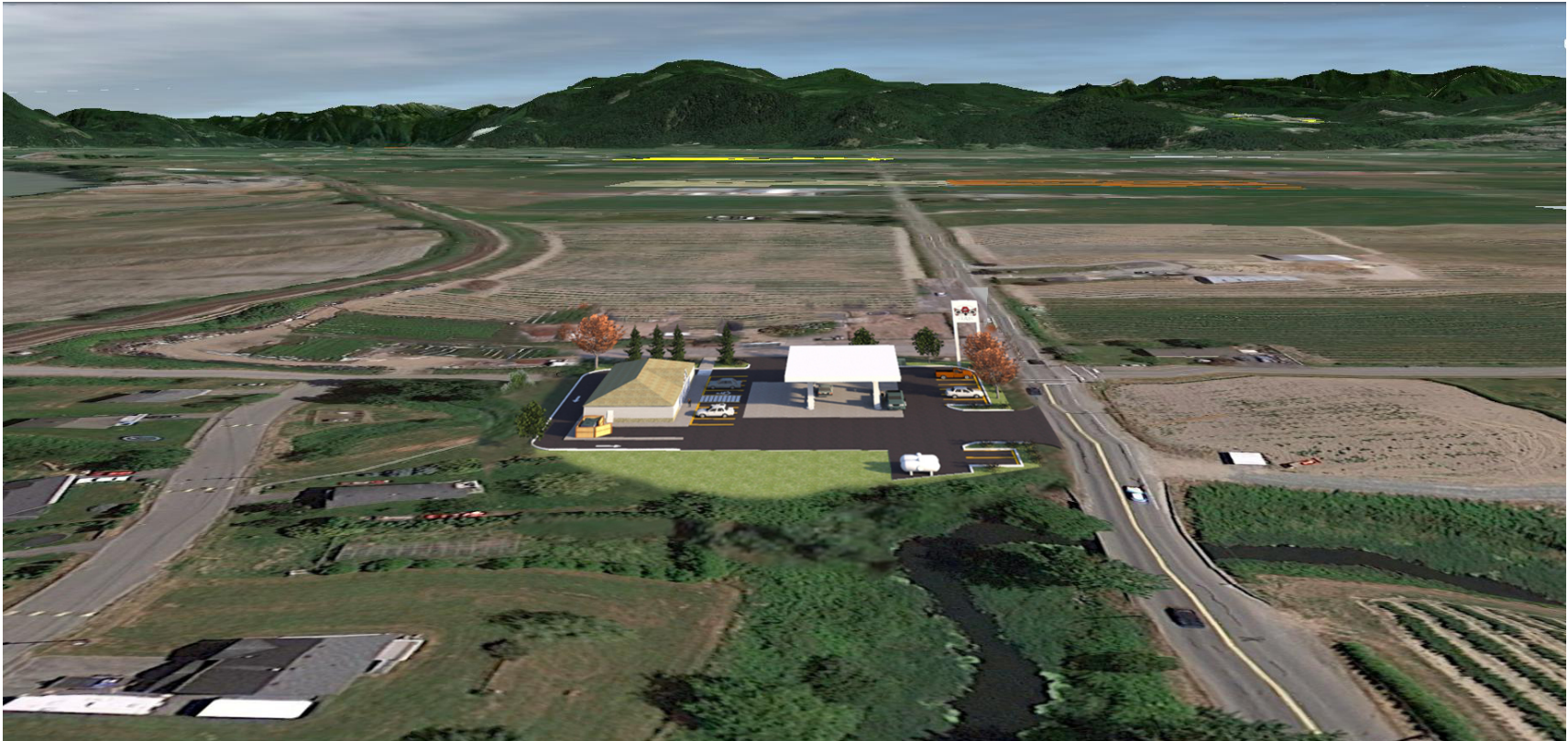
Conceptual Rendering



Conceptual Rendering



Conceptual Rendering



Foundation for Success: Asking the Right Questions

- Pre-planning
 - What does your community need/want?
 - What are your objectives for planning?
 - What is the scale and scope of your planning process?
 - Who will be the planning champion?
 - How will you engage the community to get their participation?
 - What existing information (GIS, regional reports, other reports, etc.) can be leveraged?
 - What resources/funding will be available?
 - What mentors are available (i.e. linking with other communities)?
 - How comprehensive do you want these documents?

Foundation for Success: What are Desirable Outcomes?

- Community ownership of a new Plan
- Improved quality of life for current and future generations
- Strengthened governance and focused decision-making
- Effective use of community resources
- A basis upon which to leverage public and private funding



Foundation for Success: Building Knowledge

- Where are you at now?
 - Building a solid technical background
 - Existing programs, facilities, etc.
- What do you want to achieve?
 - Timeliness
 - Resources



Foundation for Success: Engagement Process

- Who to engage:
 - Chief and Council
 - Staff
 - Community
 - Other stakeholders
- When to engage:
 - Early/often
- How to engage:
 - Focus groups
 - Open houses
 - Surveys

Chief and Council Engagement

- Timeliness
- Ensure you know how they want to be engaged and when
- “Planning 101” for Chief and Council



Staff Engagement

- Identifying plan champions
- Finding the right coordinators within communities
- Integrating broader staff
- Making the best use of external consultants



Community Engagement

- Planning success is reliant on community engagement:
 - Focus groups vs. open houses
 - Approachable materials (simplified maps vs. GIS maps, 'clickers')
 - Communication strategies
 - Use of 'planning committees'



Community Involvement

- The following community consultation methods could be utilized to develop a new Plan:
 - Start-up event/celebration
 - Open houses and workshops
 - Kitchen table meetings
 - Planning potluck and storytelling night
 - School class project
 - Comment sheets or survey(s) and newsletter articles
 - Project website and/or Facebook site
 - Committee and or family meetings

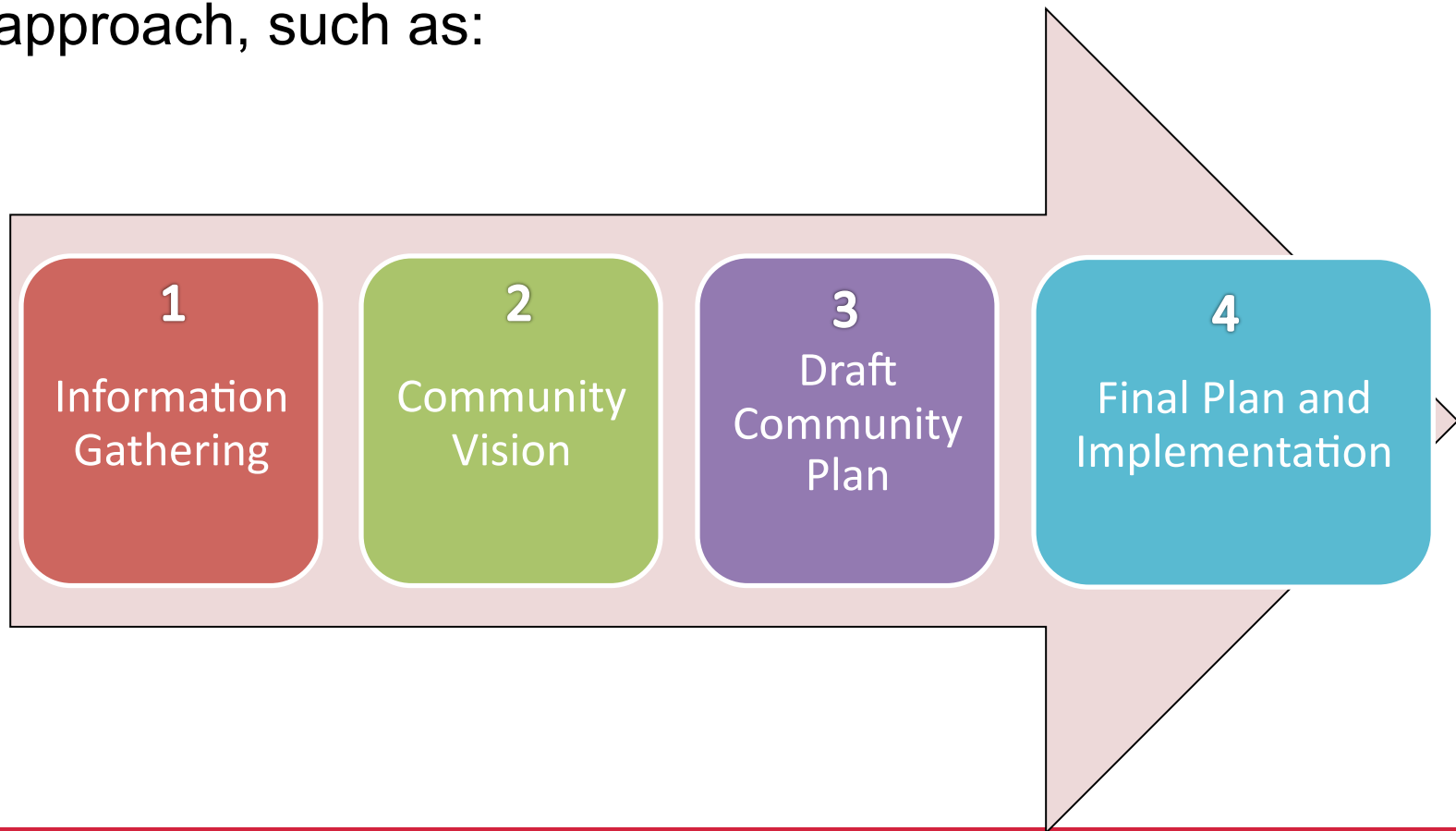


Foundation for Success: Resources

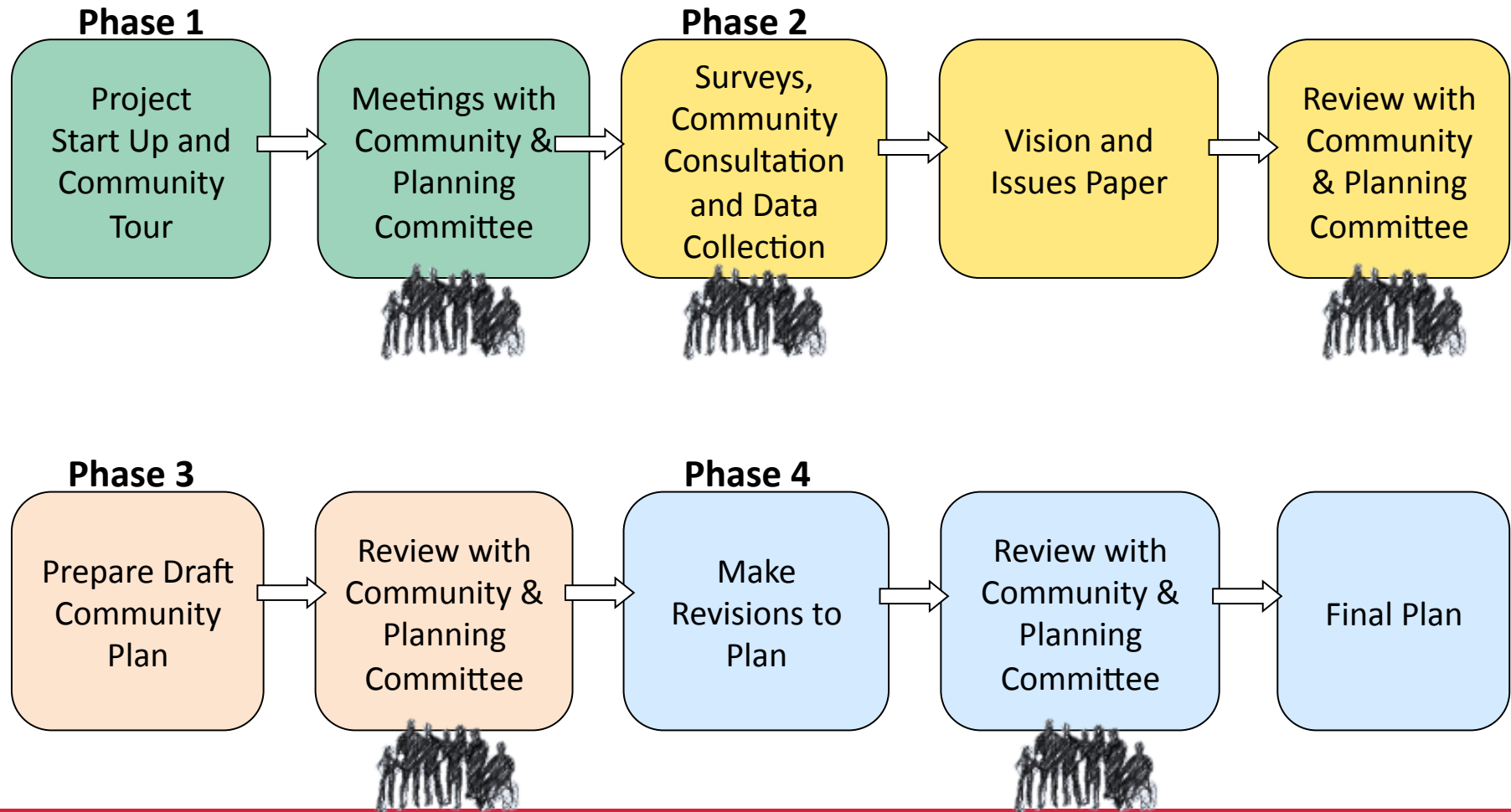
- Process Time
- Staff capacity – time, skills, interest
- Funding
- Flexibility

Foundation for Success: Process

- A new plan could be undertaken through a phased approach, such as:

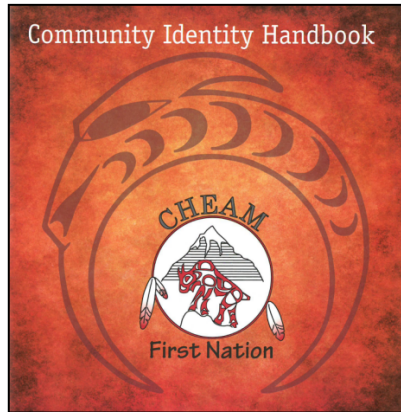


Foundation for Success: Process

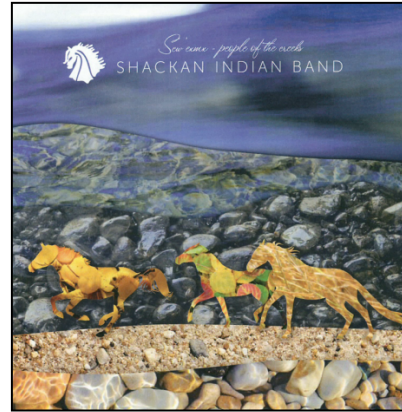


Foundation for Success: Examples of Deliverables

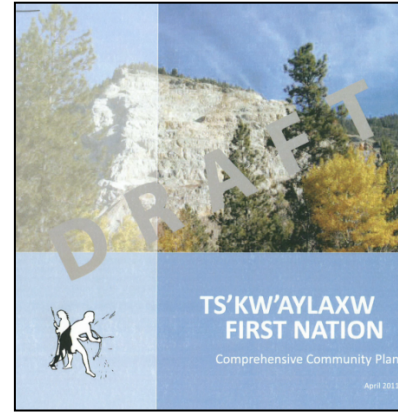




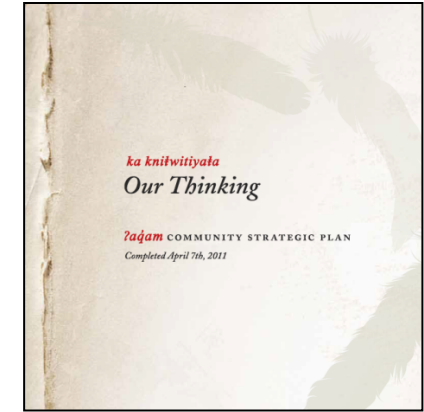
- **Layout/structure:**
 1. Message from Chief
 2. Governance intro with timeline of Chiefs (dating back to 1808)
 3. Historical events (including letters from the Chief to the Indian Commissioner in 1875)
 4. Overview of history of the Sto:lo
 5. Write-ups for each CCP topic area (each one focuses on history and traditions - no goals or action items)
 6. Legends of Cheam
 7. Community life/member profiles
 8. Overview of Head Start program
- **Key design features:**
 - Scenery and wildlife theme
 - Traditional artwork on cover and in the handbook
 - Image inserts designed to look like real photographs (with borders and shading)
- **Key cultural features:**
 - Message from Chief
 - Some parts of the hand book are written in both English and traditional language
 - Profiles of different members of the community (youth, elders, etc.)
 - Emphasis on history throughout CCP



- **Layout/structure:**
 1. Message from Chief
 2. About our community (history, location, membership)
 3. Vision
 4. Short/mid term goals and long term goals for each CCP topic area
 5. Implementation (specific action items)
- **Key design features:**
 - Creek theme
 - Community imagery on almost every page
 - Organization chart used to describe governance structure
- **Key cultural features:**
 - Message from Chief
 - Detail about the community in different CCP topic areas, particularly governance



- **Layout/structure:**
 1. Vision statement
 2. Introduction – what is a CCP
 3. Community consultation summary
 4. Who we are (current situation and stats)
 5. Territory map
 6. Strategic planning framework (goals and descriptions of each CCP topic area)
 7. Moving forward (broad intentions)
- **Key design features:**
 - Small community images placed throughout the CCP
 - Lots of white space
 - Section headings stand out (large blue text)
 - Goals highlighted in blue box on left hand side in each CCP topic area
- **Key cultural features:**
 - Detailed descriptions of different aspects of the community in the strategic planning framework section



- **Layout/structure:**
 1. Message from Chief
 2. Document summary
 3. Community facts (stats)
 4. Introduction (plan purpose and organization)
 5. Territory map
 6. Who we are (history and current situation)
 7. Vision, values and principles
 8. Goals and objectives for each CCP topic area
 9. Roles /responsibilities and broad strategies for implementation
 10. Monitoring, evaluating and updating the CCP
 11. Acknowledgements
- **Key design features:**
 - Teepee and feather theme
 - Section dividers (full page photos with text and quotes)
 - Collage of community images on the second to last page of the CCP
- **Key cultural features:**
 - Message from Chief
 - Teepee theme (each post represents a different CCP topic area)
 - Headings written both in English and traditional language

BROCHURES

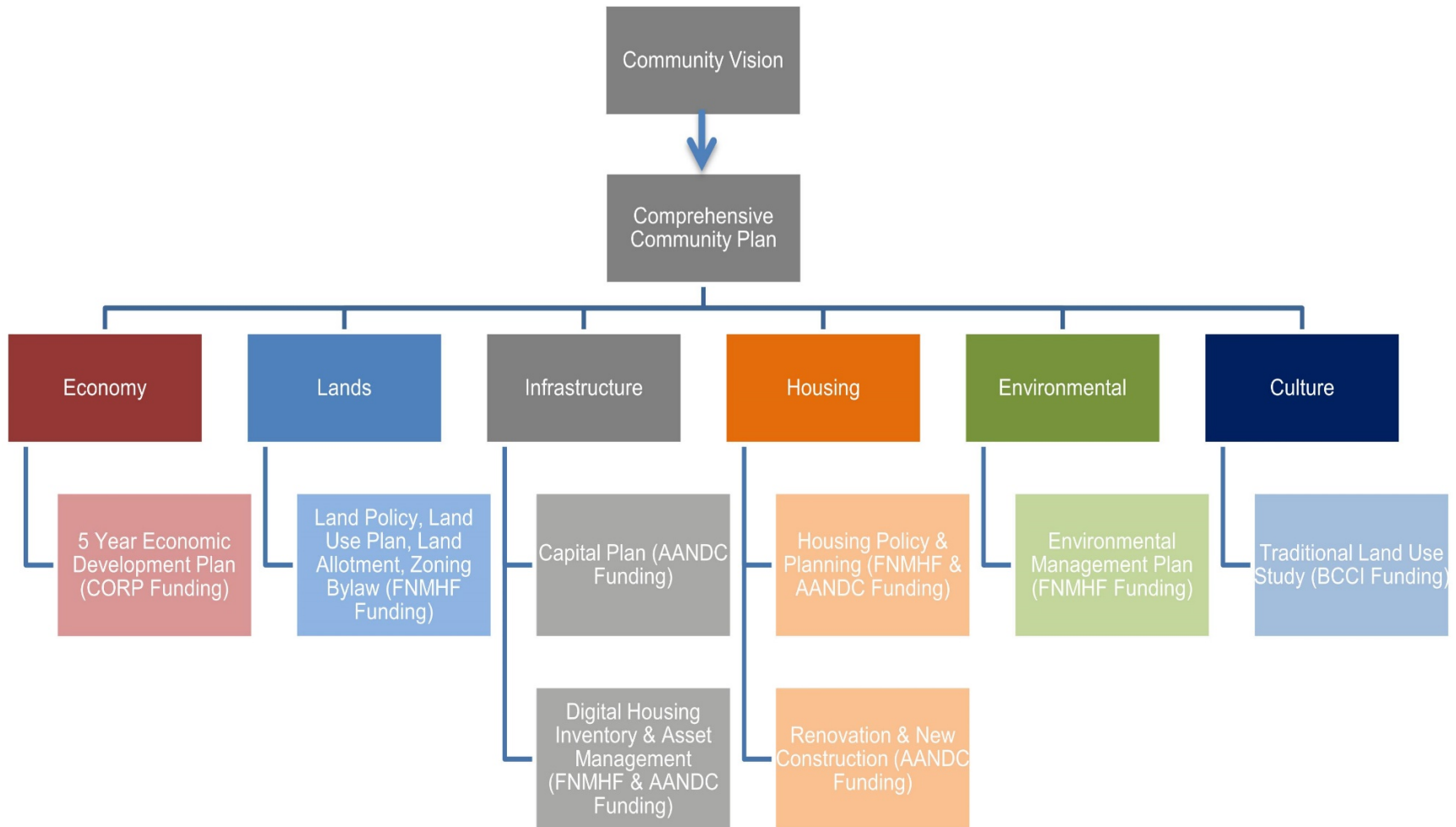
Spreadsheets

Phase 2 CCP - Implementation Priority Matrix (September 7, 2013)					
CCP Category	Priority 1 (this year)	Priority 2 (2-5 years)	Priority 3 (5+ years)	Champion	Funding Opportunities
Housing and Infrastructure	Design and build a sewer system			Lydia and Dan Todd	AANDC Capital
	Pursue transportation safety improvements on Chilliwack River Rd.			Terry and Ryan	UBCM C2C Forum
	Design and build a walking trail			Terry	Vancouver Foundation
	Retrofit older homes on the Reserve			Lydia	AANDC and CMHC
		Pursue development of new housing on the Reserve		Lydia	CMHC and FNMHF
Health and Well Being	Explore funding opportunities to undertake a detailed planning/design exercise for the community space on the Reserve (i.e. the area around and east of the longhouse)			Tom and Ryan	NRT
	Inform membership of recreational and social support programs/services available through Sto:lo Nation			Terry	N/A
	Develop a fundraising strategy for a community building			Terry, Ryan and Tom	BCCI
		Design and construct multi-use community building		Terry, Ryan and Tom	TBD
		Work with Sto:lo to design support programs that are tailored specifically to Yakweakwoose (e.g. awareness programs regarding physical health, bullying, drug and alcohol, etc.)		Terry	N/A
		Develop emergency protocols for accidents or injuries on the Reserve		Terry, Lydia and Tom	AANDC Emergency Management Plan
			Develop a neighbourhood watch program	TBD	TBD
Community	Develop youth programs (e.g. after school programs, tutoring, etc.)			Terry and Nikki Larock	Youth fundraising (bottle drives, bake sale, etc.)
	Coordinate adult training programs for community members (e.g. first aid, trades foundation, etc.)			Terry	Sto:lo Community Futures and Sto:lo Nation
	Pursue funding to create temporary/seasonal or permanent positions with the Yakweakwoose administration (e.g. landscaping, yard keeping, etc.)			Lydia	TBD
		Hold group sport and fitness events on the Reserve		Nikki Larock	Ongoing
Lands	Develop and adopt a Land Code for Yakweakwoose			Terry	FNLMA
		Consider introducing land use controls such as zoning		Terry	FNLMA
		Pursue the development of serviced lots on the reserve		Lydia and Dan Todd	AANDC
Governance	Share community information with the membership			Terry and Lydia	N/A
	Hold regular meetings (quarterly) - use different formats and provide childcare, and hold meetings in an accessible location on the Reserve			Terry	N/A
	Explore funding opportunities for a new Band office			Terry	Private sector partner (e.g. Britco)
Culture and Heritage	Design and deliver cultural programs and hold family get togethers (including intergenerational storytelling sessions)			Terry	Language and Culture Camps (First Peoples Cultural Council Grant)
	Design and deliver a traditional language class or classes			Bibiana Norris	First Peoples Cultural Council Grant (see "language grants")

Visuals



Implementation Outline



Unique Approach

Health

Vision: In unity, Tahltan sustain a culturally wholistic lifestyle with our traditional systems. We will love optimal health by empowering individuals, families and communities.

Goals:

- Tahltan Centralized Health Authority: mental health programs; lifestyles programs
- Land based reculturation program with:
 - Tahltan medicine plan program
 - Land-based culture camps
 - Tahltan food and diets
 - Activities and fitness programs
 - Headstart, parenting program
 - Elder programs
 - Healing workshops for 2015
- Centralized Transportation services within 6 months



Language & Culture

Vision: Di dene e kune me ho di hi (All Tahltan people are living the Tahltan way of life)

Goals:

- Put Tahltan place names into the atlas within three years, and explain what the names mean
- Create a Tahltan language authority
- Bring back dances, songs, ceremonies and potlaches. One elder said "we don't have to wait for funding to make that happen"

"We're not doing this just for ourselves; our kids are going to watch and follow in our footsteps"

Education

Vision: Strong, proud Tahltan who live and succeed in both worlds.

Goals:

- Create a Tahltan School District:
 - Build partnerships around the education enhancement agreement
 - Create places for elders to teach
- More Tahltan authority in school: native teachers; language, history, culture
- Integrate Tahltan teachings into the curriculum

Family & Community Development

Vision: Our families and communities are healthy, holistically balanced and have strong identity rooted in our Tahltan culture traditions, values and language.

Goals:

- Healing and prevention
- Integration of services
- Community resource development
- Ceremonies (i.e. dancing, learning our songs, drumming, sewing)

Infrastructure

Vision: Modern, up to date infrastructure provides the Tahltan nation with the right environment to create opportunity for our self-sustaining communities.

Goals:

- Increase infrastructure to support economic development
- Increase the number of housing units
- Build additional recreational facilities



"In 20 years I can look back and say I was part of the change that started today... we are the future and our own tomorrow"



"If we want to be united we'd better start now...I'm an Elder and I don't speak for nothing"



Economic Development

Vision: Iskut is a proud, culturally and environmentally strong, self sustaining, thriving, wealthy, and safe community filled with opportunities for education and recreation.

Goals:

- Encourage culturally based businesses, and celebrate, display and incorporate our own language and culture
- Work with other communities, organizations and business partners to achieve our goals
- Enhance existing programs and service delivery to build on our own strengths
- Focus on business training and support, and support local entrepreneurs

Training & Employment

Vision: A self-reliant, self-sufficient Tahltan Nation with our own Tahltan based policy and curriculum regarding employment and training in the territory implemented by the Nation. "Our voice. Our choice. We decide."

Goals:

- Do an essential skills inventory over the next year and a half (after the goals were presented someone advised that this is already underway)
- Establish a Tahltan learning centre to focus training funds (now each community does its own thing and could be more successful by combining funds and prioritizing needs)

Lands & Resources

Vision: Shared decision making through partnerships for lands & resource development

Goals:

- Identify land that needs to be protected
- Identify land that needs to be developed
- Lands & Resources Plan completed by 2015



Iskut Band Council
Comprehensive Community Plan

"2012 is a new beginning for the Tahltan people. We're at a crossroads. I see this awakening among us."

Some key challenges we've experienced

- Level of engagement: too much vs. too little
- Extent of change that is desired – going from a totally unregulated environment to regulations
- The 'CP' conundrum
- Balance: plans that are too visionary vs. plans that are too practical
- Level of Chief and Council input
- Process evolution and resources – the work program/deliverables vs. iterative processes
- Managing conflicts within communities
- Identifying key decision makers/influencers
- Consultant dictated processes

Other Examples of Successes and Challenges?

- Is there someone in audience that is working on a land use plan that has questions? Someone that recently completed that can share stories?



How do you know when your
Community is ready?



What does an effective Plan look like?



Challenges & Success' of Community Planning

- Break into groups to discuss the following:
 - What type of planning has worked in the past for AANDC?
 - What are the most important areas to focus on?
 - How do you imagine a community plan “working” for a First Nation community in the next 5 or 10 years?

